

**OUTCOME: DURHAM CITIZENS ENJOY A COMMUNITY THAT IS VIBRANT,  
RICH IN AESTHETIC BEAUTY AND EMBRACES AND PROMOTES ITS CULTURAL  
HERITAGE.**

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Ellen Reckhow, Chair, Durham County Commissioners  
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**What populations are we concerned about?**

Durham residents, Durham workers who do not live in Durham, visitors, and through travelers.

**What outcome do we want for this population?**

Durham's citizens enjoy a community that is vibrant, rich in aesthetic beauty, and embraces and promotes its cultural community and diverse cultural heritage.

*"In the past decade, states have begun to realize that their economic fortunes are increasingly tied to the location preferences of highly mobile knowledge-workers who form the intellectual backbone of the new economy. These workers value 'quality of place' above nearly all other factors – including job market conditions – in choosing where to locate. According to Professor Richard Florida of Carnegie Melon University, four factors determine quality of place: lifestyle, environmental quality, a vibrant music and arts scene, and natural and outdoor amenities....In recent years, innovative commercial businesses, nonprofit institutions and independent artists all have become necessary ingredients in a successful region's innovation 'habitat.' " ... "The Role of the Arts in Economic Development" – National Governors Association Center for Best Practices, 2001*

**What indicators could help us as a community in Durham, measure our current status and if we are making progress on this outcome?**

1. Percentage of streets rated as litter-free by new "Keep Durham Beautiful" survey.
2. Increase in positive responses from survey respondents when asked if they believe that the condition of Durham's gateways, parks, landscaping, and streetscape reflect positively or negatively on Durham's image.
3. Increase in economic impact and stabilization/health of Durham's arts and cultural organizations.
4. Increase in aggregate annual attendance to cultural/arts/recreational events/sites in Durham.
5. Number of programs and venues that reflect history and cultural heritage and diversity of Durham.
6. Increase in number of Relocating Employees to Durham also choosing Durham as their place to live.

## **INDICATOR 1: Percentage of streets rated as litter-free**

### **Baseline Data:**

Currently the only baseline data relative to litter is the tonnage of litter picked up per month. Three different entities track their activity relative to litter pick up: (1) the City Department of Solid Waste Management, (2) the County Department of General Services- Solid Waste Division, and (3) the District 5 NCDOT. However, although tonnage is the measure, their methodology varies and is inconsistent from agency to agency. To date, there is not a measure of litter accumulation and dispersal that is consistent, accurate and meaningful. The City Department of Solid Waste Impact Team tracks several indicators relative to litter, illegal dumps, graffiti, and community clean ups.

### **Current data for City of Durham Litter Control: Litter Collected in Tons**

(Source: Durham Solid Waste Dept.)

<b>LITTER CONTROL</b>														
	YTD	YTD												
Citywide	13	3.00	0	0.00	0	0.00	0	0.00	0	0.00	13	3.00	13	8.08
Total	13	3.00	0	0.00	0	0.00	0	0.00	0	0.00	13	3.00	13	8.08

### **New Litter Data:**

Beginning in the 04-05 fiscal year, the new Keep Durham Beautiful Program, operationally sponsored by the City Solid Waste Management Department, will implement an annual litter survey following the guidelines and format of the national "Keep America Beautiful" program. This will create benchmark data and will annually survey all streets of Durham and rate them on a scale of 1 to 4, with 1 meaning "litter free," and 4 being the worst condition. This is a time tested, effective tool for gauging Litter Abatement progress long term.

### **Story behind the baselines**

Litter-free streets are an indicator of how our local governments and our citizens are committed to aesthetic beauty and pride in our community. This indicator will also reflect initiatives taken by community groups and neighborhood associations to keep neighborhoods clean and litter free. Working with the "Keep America Beautiful" national program will provide models for action and allow Durham to compare itself to other thriving and beautiful cities. The national program can provide baselines, help us set targets, and monitor improvements. As Durham models itself after award-winning programs in other areas, we can promote awards, recognition, and community pride.

### **What do we believe will happen if we stay on our current course, keep doing the same things or do nothing differently?**

Currently efforts are not coordinated between City, County, State and neighborhoods. Impact could be greater if coordinated. Durham has not turned the curve on litter-related appearance.

### **Who are the partners who have a role to play in doing better, and who would ideally be involved in a much more extensive version of this process?**

- City of Durham – Department of Solid Waste Management

- Durham County – Department of General Services, Solid Waste Division
- North Carolina Department of Transportation – District 5
- City of Durham “Keep Durham Beautiful” Office
- Durham Impact Team
- Neighborhood Associations

### **OPTIONAL APPENDICES**

1. Data Development Agenda: A list of indicators the workgroup would like to see developed for this outcome.
  - Research/compile Pre-survey data from City, County, and NCDOT
  - Keep Durham Beautiful Survey – new survey beginning Spring 2005
2. Information and Research Agenda: A list of questions to be researched about causes and about what works.
  - Research/report data on NCDOT initiatives: Inmate litter pick up, Adopt a Highway
  - Establish/report baseline data – Durham’s “Great American Clean Up”
  - Report number of Neighborhood volunteer litter clean-ups
  - Research/report data regarding current Street Sweeper machines (# sweepers, cycles)
3. Current related efforts in Durham: A brief description of related conversations and efforts already underway that we would want to connect with or integrate in the next iteration of this process.
  - City of Durham “Great American Cleanup” program, Street Sweeper program
  - Solid Waste initiatives such as graffiti removal, illegal dump removals
  - Durham’s new “Keep Durham Beautiful” office
  - Anti-litter educational initiatives in schools, neighborhood associations
  - NCDOT – Inmate litter pick up, Adopt a Highway

### **INDICATOR 2: Survey responses related to the condition of Durham’s gateways, parks, landscaping, and streetscape**

Durham has not yet turned the curve as a community that is rich in aesthetic beauty. Baseline will be an annual survey about the condition of Durham’s overall appearance (e.g. entryways, corridors, parks, downtown and streetscape) that will serve as a good indicator of how people view a wide range of appearance issues in the city. In the current, informal survey conducted this spring, 53% of the 256 respondents at City Hall, Parks and Recreation facilities and the Great American Cleanup indicated that Durham’s entrances and landscaping did not reflect positively on the city.

The budget for community appearance (including street sweeping, litter removal, illegal dumpsite cleanup, graffiti removal, mowing, and tree and landscape maintenance and planting) has historically fluctuated from one fiscal year to the next. This makes it hard to maintain quality of work at a constant level. It appears at this time that funding levels will remain constant from

FY 05 into FY 06, at a six year high.

**Budget for Community Appearance**

FY 01	FY 02	FY 03	FY 04	FY 05*	FY 06 (proposed)
\$5,142,169	\$4,343,199	\$3,482,415	\$4,852,142	\$6,363,756	\$5,961,073

**Story behind the baselines**

Durham has not turned the curve yet regarding community appearance, but the following notable successes can be reported:

**Mowing frequency**

- Parks and traffic islands are now being mowed every two weeks instead of every three weeks
- Municipal streets are being mowed every two weeks instead of every seven weeks
- Interstates are mowed every 3.5 weeks instead of every six weeks
- State secondary roads are mowed every 4.5 weeks instead of every seven weeks

**Street Sweeping**

- Funding increased to facilitate more thorough sweeping along city streets that routinely have high concentrations of on street parking and/or leaves

**Impact Team**

- Funding increased to add a second crew so that work may be divided into north and south sections and completed more effectively

**Keep Durham Beautiful (KDB)**

- It has become apparent to citizens and the city that a public awareness program such as KDB would be an asset to Durham and contribute to enhanced appearance

**Tree City USA**

- Durham has been able to maintain its Tree City USA designation for the last twenty two consecutive years

**Public/Private Partnerships**

- Partnerships are underway to share responsibility for landscape installation and maintenance—Capitol Broadcasting Company and the City of Durham are working together with NCDOT on the appearance of the 147 interchanges between Roxboro and Duke Sts. and Northgate Associates is working with NCDOT on litter removal and under story cleaning of part of the Gregson St. interchange of I-85.

Budgets for appearance related services are frequently subject to cuts in lean years. The general condition of landscapes, grounds and rights of ways deteriorate over time if not regularly maintained, and they become expensive to reestablish.

Education and enforcement programs are two keys to success that have not yet been addressed in our community. Community appearance programs are not successful without these two elements. With regard to appearance issues, the City Code itself is weak and enforcement is weaker. There is no commercial code.

Collaboration between major private, public and government organizations is crucial to our success.

**What do we believe will happen if we stay on our current course, keep doing the same things or do nothing differently?**

In spite of these successes, if we stay on the current course, Durham will retain its image as a place that is undesirable to live or work, whether it's actually true or not. Durham's image cannot turn the corner without broad sweeping changes in its overall appearance. This would include: a higher level of litter control, tree, landscape and grounds maintenance and planting, as well as improved condition of its streets, housing stock and business fronts along its entryways, parks and in downtown. Maintaining the status quo could make it difficult for Durham to maintain or increase its tax base over time, and could ultimately result in a decrease in city services, urban decay and "flight" to other Triangle municipalities as places to live, work and locate business and industry. If the "broken windows" are not fixed, the Durham community will never be vibrant.

**Who are the partners who have a role to play in doing better, and who would ideally be involved in a much more extensive version of this process?**

- NC Department of Transportation (NCDOT)
- Durham City – County Appearance Commission
- Duke University
- North Carolina Central University (NCCU)
- NC Cooperative Extension Service Master Gardeners – Durham County
- Durham Council of Garden Clubs/Garden Clubs of Durham
- Durham Convention and Visitors Bureau (DCVB)
- PAC's
- INC – Inter-Neighborhood Council
- Keep Durham Beautiful – City of Durham
- Research Triangle Park Foundation

**OPTIONAL APPENDICES**

**1. Data Development Agenda:**

- Community Appearance Survey

**2. Information and Research Agenda:**

- Contact City of Lynchburg, Virginia about their "adopt an interchange" program
- Compile information from Winston-Salem, NC about their Roadway Appearance program
- How can Powell Bill funds be used for right of way mowing in future city budgets?
- What would it take to optimally fund a community appearance program?

**3. Current related efforts in Durham:**

**City of Durham**

- Downtown Streetscape Improvements, MLK Jr. Parkway, Fayetteville Rd. landscapes
- Continued landscape maintenance and planting efforts downtown
- Mowing program

**NCDOT**

- Private “adoption” of interchanges is underway ( north side of NC 147 from Roxboro to Duke by CBC and part of I-85/Gregson St. by Northgate Mall) and could be encouraged further by identifying additional private sponsors
- Reforestation and landscape plans are underway for major highways under construction in Durham County
- Department of Corrections inmates are used for supplemental litter removal and guardrail cleaning. Their services could be explored to see how they could be used more to help maintain major highways

#### Durham City-County Appearance Commission

- Draft community appearance survey is underway and could be used as an indicator for this outcome
- Annual Golden Leaf Awards are in their third year. There are possibilities to expand with additional support
- Appearance Commission - Landscape subcommittee has begun a “gateway/key destinations and attractions” study which will provide direction on where to focus appearance enhancements. (PowerPoint with photos, maps is available)

#### Duke University

- Follow up on discussions about key interchanges as entryways to their campuses, specifically Swift Ave/ NC 147 and Morreene Rd./US 15-501
- Learn more about their university entryway beautification program

#### North Carolina Central University

- Engage in discussion about key interchanges as entryways to their campus

#### DCVB

- Include a question about whether the City of Durham’s appearance meets their expectations.
- Follow up on how DCVB can assist with a community appearance survey

### **Indicator # 3: Economic impact and stabilization/health of Durham’s arts and cultural organizations.**

The chart below, from the Durham Cultural Master Plan, provides details of a comparison of public sector spending per capita in Durham and five cities for which comparable data are available – Charlotte, NC; Austin, TX; San Jose, CA; Mobile, AL; and Birmingham, AL. While it shows that Durham County (including City expenditures) is spending just under \$6 per capita on arts and culture, it indicates that, compared to these culturally supportive communities, Durham ranks low.

**Figure A: Local Per Capita Public Sector Support\***

<i>Local Public Support</i>		<i>Population</i>	<i>Per capita</i>
City and County of Mobile*	\$3,502,000	199,000	\$17.60
City of Birmingham*	\$3,029,000	245,000	\$12.36
City of Austin†	\$5,147,066	541,278	\$9.50
San Jose/Santa Clara County *	\$15,457,611	1,683,000	\$9.18
Charlotte/Mecklenburg County *	\$6,025,000	695,000	\$8.67

<b>Durham City and County *</b>	<b>\$1,926,629</b>	<b>229,000</b>	<b>\$8.41</b>
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† Data for this community comes from Americans for the Arts' annual survey of public funding of local arts agencies. Since only support of local arts agencies is included, these figures may be understated. Data is provided for FY 2000

\* Data from Wolf, Keens research as part of cultural plans.

The chart below summarizes some of the funding data compiled from City budgets by the Durham Arts Council in June 2005. City Council approved arts funding at an equivalent of 1 cent of assessed property tax value in 1993-94, and a 1.5 cent formula in 1995, however, that has not been enacted since at least the late 1990's. City staff turnover and Council turnover in the last 10 years has led to loss of institutional memory regarding the agreements passed by Council in 1993-94 and 1995 regarding arts funding by the City. Currently arts funding is considered part of general fund expenditures and is not formally tied to a percentage of property tax valuation. This is leading to gradual erosion of funding and fewer organizations receiving funds. The structure and long term commitment to arts funding by the City needs to be re-evaluated, considering all possible funding mechanisms for arts and culture in Durham.

#### **Figure B: Number of Arts Organizations Receiving Grants Through City of Durham**

<b>FY02</b>	<b>FY03</b>	<b>FY04</b>	<b>FY05</b>	<b>FY06</b>
<b>26*</b>	<b>15</b>	<b>9</b>	<b>13</b>	<b>10</b>

*\* FY02 included \$23,000 Community Arts Grant program; funded by City and managed by Durham Arts Council. This program funded 10 arts organizations in addition to the 16 organizations funded directly from City. This program was discontinued by City in FY03.*

#### **Story behind the baselines**

Public funding for arts and culture in Durham has stayed basically flat for 5 years. By not being currently tied to a property tax valuation (as was approved by City Council in FY93-94), or tied to any other public funding mechanism, the arts community does not have an opportunity to grow as the community and local economy grows. This then does not reflect a policy of long-term investment in the arts as a critical community component.

#### **What do we believe will happen if we stay on our current course, keep doing the same things or do nothing differently?**

Unless we make a formalized policy that allows public investment in the arts in accordance with community growth, we will continue to see an erosion of arts funding, number of organizations funded, and ultimately loss of critical arts organizations. The Durham Cultural Master Plan background research indicated that the arts and cultural sector is very fragile in Durham, with numerous organizational capacity challenges that have been complicated by state budget cuts in 2002 and 2003 which affected both arts organizations and historic sites, and gradual erosion or flat funding per arts organization by the City between 2002 and 2005.



Increasing local public support for arts and culture, along with boosting private resources, is key to long-term sustainability of the arts/cultural sector in Durham. The Cultural Plan research indicates that this sector includes 150 organizations/agencies, and currently contributes \$103 million dollars annually to Durham's economy. However, the majority of organizations and agencies surveyed had budgets under \$100,000, and all organizations/agencies were experiencing moderate to severe stabilization and organizational capacity issues. Development of additional public investment in Durham's arts and cultural community will support the goals of the Durham Cultural Master Plan.

**Who are the partners who have a role to play in doing better, and who would ideally be involved in a much more extensive version of this process?**

- City of Durham
- Durham County
- Durham Arts Council
- Durham Convention and Visitors Bureau
- Greater Durham Chamber of Commerce
- Downtown Durham Inc.
- Local and State Legislators
- Hayti Heritage Center
- Carolina Theater
- Museum of Life and Science
- Representatives from other key arts and cultural organizations
- Representatives from artists community

**OPTIONAL APPENDICES**

**1. Data Development Agenda:**

- Development of Financial Data of arts and cultural organizations over 4 years – 2002 – 2005 – noting trends.
- Compile data on loss of or increase in staff positions in arts and cultural organizations in Durham over 4 years – 2002 – 2005. Note trends.
- Re-survey to determine Economic Activity/Impact of Arts and Cultural Community in Durham for FY2005. Durham Cultural Master Plan survey result indicated economic activity of \$103 million annually based on FY2002 data.

**2. Information and Research Agenda: A list of questions to be researched about causes and about what works.**

Compile data via Americans for the Arts Research Division and National Governor's Association Center for Best Practices to demonstrate results from investment in the arts and cultural sector in other cities.

**3. Current related efforts in Durham County:**

A brief description of related conversations and efforts already underway in the County that we would want to connect with or integrate in the next iteration of this process.

- City of Durham and Durham Arts Council discussions of public funding for arts and for public art.

- DCVB research and proposals on tax-based funding for tourism

Discussions of other possible public funding strategies (some examples)

- Maintain and grow current general revenue City and County funding for general operating grants to arts and cultural organizations.
- Commit Capital Improvement/Deferred Maintenance funds to upgrade and maintain key arts, cultural and library facilities in Durham.
- Identify strategies to increase City and County funding for arts/culture through dedicated funding sources:

Beyond the initial \$500,000 in Cultural Plan implementation funding that has already been collected through the Occupancy Tax, ongoing initiatives in the plan and long term strengthening of the cultural sector should be funded by corporate, individual and public sectors.

For Durham's public sector to equal the *per capita* level of local government spending on arts and culture of several other culturally active communities (Charlotte, Austin, and Birmingham), it would have to increase *per capita* spending from \$5.95 to \$9.12. That equates to an increase of approximately \$1 million annually, as shown on the detailed chart in the full Cultural Master Plan document.

Durham has contributed much to arts and culture but we must do more. Typically, cities and counties use admissions taxes, user fees, real estate transfer taxes, developer fees, hotel occupancy taxes, meals taxes, sales taxes increments, and other mechanisms to support local arts and cultural amenities. Here are some examples:

**Miami/Dade**

2% bed tax

\$12.2M in FY01-02

*Special Taxing District*

**Saint Louis**

Special tax district.

\$49M in FY02

*Impact Fees*

**Denver**

1/10 of 1% sales tax

\$30M annually

*Admission, Seat, Entertainment Tax or Fee*

**Los Angeles**

Art Development Fee

\$515K in FY01-02

*Hotel/Motel Tax*

**Broward County**

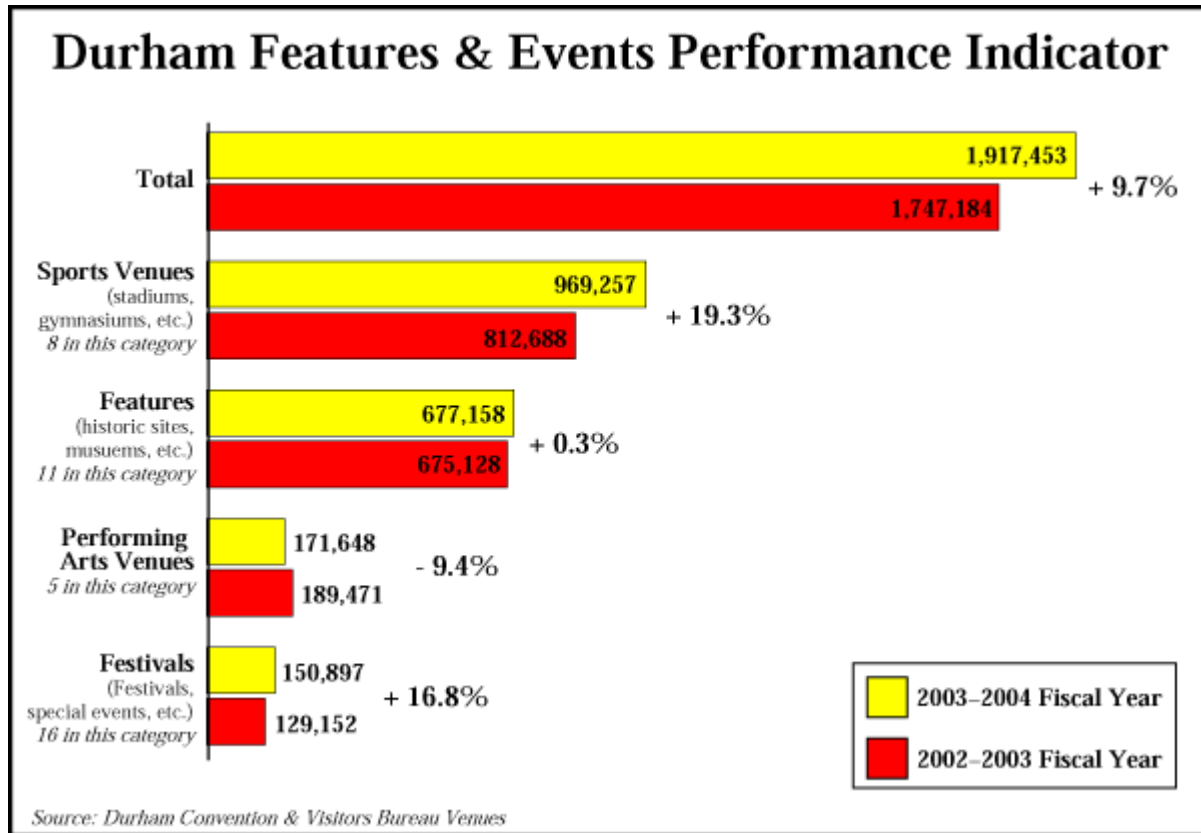
½ of 1% sales tax on admissions, CDs, tapes, video rentals.

\$45M in FY00

*Property Tax*

\* *Source: Durham Cultural Master Plan, Wolf, Keens & Co., 2004*

**INDICATOR 4: Aggregate annual attendance to cultural/arts/recreational events/sites in Durham City/County**



The chart above reflects annual attendance at key arts, cultural, and recreational venues and events in Durham. The Durham Convention and Visitors Bureau have collected this aggregate data since 2001. It currently reflects the following venues and events. To be even more effective in tracking our progress in building a vibrant community, we recommend that additional venues and events be added for attendance tracking including some of the major arts venues and Parks and Recreation Department attendance. Current attendance tracking includes:

**Sports Venues:** Cameron Indoor Stadium, Durham Bulls Athletic Park, Durham County Stadium, Historic Durham Athletic Park, Wallace Wade Stadium, McLendon-McDougald, O'Kelly-Riddick Stadium, NCCU, L. T. Walker Complex.

**Features:** Bennett Place, Duke Chapel, Duke Gardens, Duke Homestead, Nasher Museum of Art, Durham Art Guild - CCB Gallery, Hayti Heritage Center, Historic Stagville, Hugh Mangum, Museum of Photography, Museum of Life and Science, Primate Center.

**Performing Arts Venues:** Baldwin Auditorium, Carolina Theatre, Farrison-Newton Theatre, Manbites Dog Theater, Page Auditorium.

**Festivals:** Annual Juried Art Show, American Dance Festival, Bennett Place Civil War Reenactment, Bimbe Festival (moved to 7/31-8/1), Bull Durham Blues Fest, Center Fest,

Duke's Children Classic, Duke Homestead Living History Events, Festival for the Eno, Full Frame Doc. Film Festival, Gay/Lesbian Film Festival, Native American Pow Wow NC Jewish Film Festival, World Beer Festival.

### **Preliminary Strategies**

- Increase coordination and accessibility of public information regarding arts, cultural and recreational programs, events and venues in Durham. Develop systems to improve the usage of the web-based events calendar system maintained by DCVB.
- Identify and support the existing cultural assets in Durham that can be positioned and marketed to better build audiences both within Durham and throughout the Triangle region.
- Strengthen positioning, marketing and infrastructure of major events and festivals; develop an overall sponsorship structure and sales strategy that maximizes combined assets.

### **Who are the partners who have a role to play in doing better, and who would ideally be involved in a much more extensive version of this process?**

- City's Department of Economic/Employment Development – Durham Cultural Master Plan
- DCVB
- Durham Arts Council
- Representatives of all major arts, cultural, recreational sites plus Library
- City representative
- County representative
- Parks and Rec.
- Regional Media – newspapers, magazines, broadcast media representatives

### **OPTIONAL APPENDICES**

#### **1. Data Development Agenda:**

- Sub-Committee is working with DCVB to expand its list of venues surveyed for attendance to include all major venues in each category, plus add Library. Resurvey and Report out new findings.
- DCVB is working to establish a regular monthly reporting mechanism that the agencies/venues can fill out and submit on-line or via email. Consideration of reporting for both overall attendance and youth attendance as a sub-set of total.
- DCVB will resurvey the full group and report out new findings to establish baseline for total attendance and total youth attendance as a subset.

#### **2. Information and Research Agenda: A list of questions to be researched about causes and about what works.**

#### **3. Current related efforts in Durham County: A brief description of related conversations and efforts already underway in the County that we would want to connect with or integrate in the next iteration of this process.**

- DCVB is working to enhance utilization of their web-based Community events calendar.

- DCVB has recently introduced an on-line ticketing system opportunity for the cultural community via ETix.
- Durham Cultural Master Plan implementation is now underway via the City's Economic Development Department – various initiatives in the plan relate to building attendance for arts and cultural events.

**INDICATOR 5: Number of programs and venues that reflect history, and cultural heritage and diversity of Durham**

Baseline data:

- a. Percent of identified historical structures that are City-protected.

<u>Actual FY2002-03</u>	<u>Projected FY2003-04</u>	<u>Goal FY2004-05</u>
30% of 2,743 structures	30% of 2,743 structures	33% of 2,743 structures

b. Durham Cultural Master Plan research plus Committee meetings and discussions have indicated an inadequate number of local programs that focus on communicating the story of Durham history. Durham Public Schools have units on U.S. and State history, but not local Durham history. Durham also does not have a history museum.

**Story behind the baselines**

In the Durham Cultural Master Planning process, “a common theme raised by many participants was the importance of programs that tell the story of Durham’s rich and diverse history. Many people acknowledge the interconnected elements of that history including West Point on the Eno, the Parrish Street/Black Wall Street history, Bennet Place, Duke Homestead, and Lee Farm Park, among many others. While there are many programs offered at various locations, there is little that ties them together and provides an opportunity to see Durham’s history as a tapestry, as a whole. Many individuals raised the prospect of establishing a history and heritage museum and described various proposals for a building to house such an institution.”

In discussions within our Vibrant Communities committee, we learned from the DPS representative, that there are no specific Durham history programs in the curriculum. There currently is a 21<sup>st</sup> Century grant that is funding teacher training to help them integrate history into their lesson plans. However, no specific Durham history program materials or teaching units have been created.

Durham also does not have a Public Art program. Even though the new Durham streetscape plans include places for public art – there is no funding for it, no plan, and no particular City agency responsible for it. Public art can provide a vehicle for expression of our cultural diversity and telling Durham’s story – a “museum without walls.”

Establishing new, better and more accessible programs and a history museum to tell the great story of Durham are key to celebrating and embracing our cultural heritage.

**What do we believe will happen if we stay on our current course, keep doing the same things or do nothing differently?**

If no new efforts are made, Durham loses the opportunity to use its diverse story. The rich and

fascinating story of Durham can be one of its greatest assets.

**Who are the partners who have a role to play in doing better, and who would ideally be involved in a much more extensive version of this process?**

- History Museum Committee
- Durham Cultural Master Plan Advisory Board and Staff
- Durham Arts Council
- Historic Preservation Society of Durham
- Hayti Heritage Center
- Center for Documentary Studies
- Historic Sites – Stagville, Duke Homestead, Bennett Place
- Durham Public Schools
- Parrish Street Project Developers and Advisory Board
- Duke University
- Duke Foundation
- Mary Duke Biddle Foundation
- NCCU
- Durham Library

**Additional Tasks for establishing Baseline Data:**

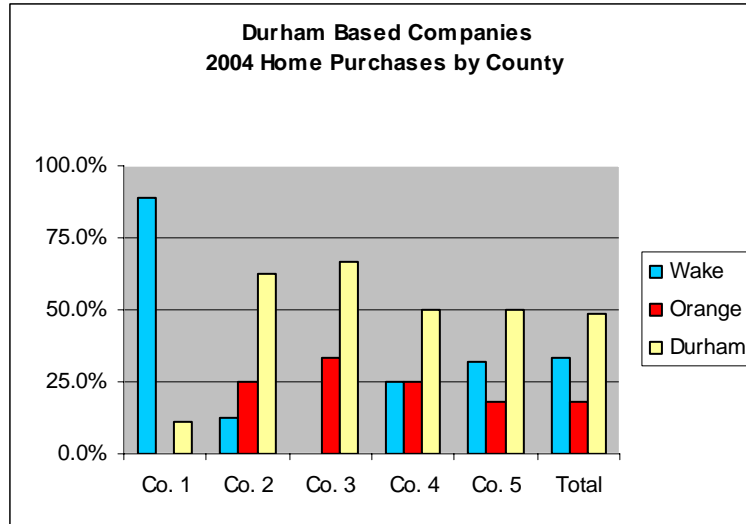
- Research/report current number of Durham history/cultural heritage programs in Durham schools (public and private).
- Compile, describe list of current state, local, and regional resources and history related associations and what they do (including libraries, Historic Preservation, Center for Doc. Studies)
- Compile listing of what Durham organizations have Archives. How are they accessible?
- Compile list of venues/sites that focus on Durham history/cultural heritage. (DCVB data)
- Compile list of State Historic Markers in Durham. Track to determine how/when new additions are placed
- Research/report how Durham provides programs to reflect uniqueness of diverse cultures. (African American, Latino, Asian, ADA)

**Current related efforts in Durham County:**

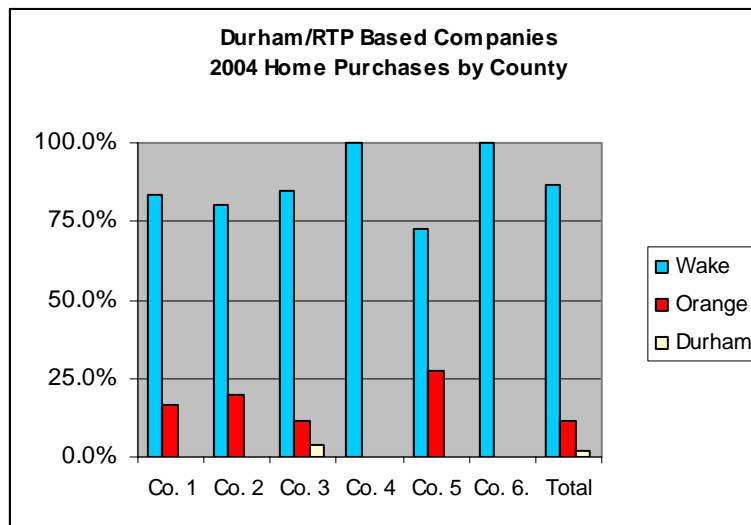
- Durham Library – Story of Durham archives, Civil Rights history project
- Center for Documentary Studies and Duke Archives
- Parrish Street project
- Committee proposing a history museum

**INDICATOR 6: Number of Durham-based companies' relocating employees who also choose Durham as their place to live**

*(This indicator overlaps with "Durham enjoys a prosperous economy." See their indicators 2 and 3.)*



Of companies in 2004 that relocated or brought new employees to Durham City, approximately 50% of workers purchased homes in Durham.



In 2004, of Durham/RTP-based companies relocating employees, almost none of the relocated employees choose to purchase homes in Durham.

**Story behind the baselines**

- The Greater Durham Chamber of Commerce and Durham City and County officials have successfully recruited companies to locate in Durham. That success however, does

not translate into those folks who are coming to work in Durham, choosing to live in Durham.

- Local Relocation Companies provided their numbers of relocating employees with two, three Durham and Durham RTP based companies; what county they purchased and what their purchase price was. This shows us the trend of where folks are purchasing and where tax dollars are going.
- Before transferees get to talk with someone in the Relocation Departments, they have heard they do not want to live in Durham. Schools and crime are the two main reasons mentioned.
- It is obvious that the Durham message/voice is not spread in a consistent and positive fashion
- The positive assets that Durham has – including arts and cultural amenities – are not communicated to potential buyers. Instead the message about Durham is focused on negatives.

**What do we believe will happen if we stay on our current course, keep doing the same things or do nothing differently?**

If we continue this trend:

- a) All those tax dollars keep going to neighboring counties
- b) Our local businesses lose; our schools lose
- c) Amount of philanthropy dollars that go elsewhere

**Who are the partners who have a role to play in doing better, and who would ideally be involved in a much more extensive version of this process?**

- a. Companies being recruited and those folks who initially are coming to work here
- b. Department of Commerce
- c. Human Resources Directors and their personnel
- d. Home Builders; Developers
- e. Relocation Directors, and their personnel; Real Estate Brokers and their Agents
- f. Durham Association of Realtors
- g. Durham County/City Economic Development
- h. Chamber of Commerce
- i. Recruiters
- j. Car Service providers; Hotel Operators
- k. DCVB
- l. Media
- m. Private Sector

**OPTIONAL APPENDICES**

1. Data Development Agenda: A list of indicators the workgroup would like to see developed for his outcome.
  - Continue compiling data for 2002 - 2005 and beyond from relocation companies